



# PBS Recovery Program

William J. Guerin  
PBS Recovery Executive

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# PBS Recovery Act Success

## Regional Office Achievements

- Over \$5.2 million in contract awards
- Outlays over \$938 million
- Nearly 5,400 jobs created
- Awarded 268 large and limited-scope projects
- Awarded total of 500+ projects, including small projects



# PBS Recovery Act Success

## PBS Achievements

- Collaboration between regional / national offices and across PBS
- Results-driven focus
- Clear and common goals
- National coordination / regional execution
- Information sharing / transparency
- Clearly defined roles and responsibilities
- Fluid and timely decision-making



# PBS Recovery Act Success

## PBS Achievements

- Streamlined business processes
  - “Speed Dating”
  - Timely re-programming of funds
  - Flexibility
  - Removed obstacles
- Paradigm shift
  - Full funding for a project
  - Ongoing Spend Plan updates
- Effective teams
- Communication
  - Collaboration
  - Timely, transparent flow of information



# Lessons Learned: Business Practices

## What Worked for PBS

- Streamlined project development processes
  - Adapted as efficiencies and enhancements were identified
- Up front design, construction, and M&I funding
  - Reduces project cycle time, risk of escalations
- Use of early construction packages to reduce unforeseen conditions
  - Early demo / hazmat abatement
  - Destructive testing / investigation during design for major historic renovations
- Shared scopes of work across regional project teams and zones
- Use of Design/Build and CMC contracts
  - Limited-scope projects with expedited schedules
  - New construction — single source funding
  - Capture best practices for use on future projects



# Lessons Learned: Business Practices

## What Worked for PBS

- Collaborative, expedited procurement processes and document delivery
- Including options in limited-scope contracts, pending available funding
- Collaborative and expedited Allowance Request process
- Post-award collaboration with contractors improved efficiencies
- Accelerated payments to contractors and vendors
- Collaboration with OMB
  - Spend Plan updates / ongoing reprogramming of funds
  - Stakeholder program expectations
- Effective, transparent meetings with documented action items



# Lessons Learned: Organization

## What Worked for PBS

- Regional Recovery Executive structure (RRE)
- Zonal structure
  - Relationships between Zone Executives, Zone Managers, RREs and project teams
- Program-wide collaboration between:
  - Regions
  - PBS Business Lines
  - GSA
  - Stakeholders
- Consistency with gPM



# Lessons Learned: Reporting and Tracking

## What Worked for PBS

- Consistent messaging
  - Throughout organization
  - To stakeholders
  - Transparent data
- Clearly defined reports, business rules and accountability
- Weekly teleconferences
- Executive dashboards
- Standardized reports and real-time tracking tools
- Reporting tool modifications in response to changing program needs
- Recipient reporting





# Lessons Learned: Room for Improvement

## What PBS Needed to Improve

- Timely distribution of Spend Plan information to regional offices
  - To enable acceleration of non-public procurement activities
- Timing of project budget development — incomplete scopes led to budget adjustments
- Rapid issuance of new / revised policy without identifying conflicts
- Media pressure to explain project features prior to project scope definition
- Minimum Performance Criteria needed to clarify project technical requirements in contrast to overly prescriptive P-100 requirements
- More training needed to better understand funding outlays for construction projects



# What's Next

- Recovery project execution results TBD with project completions in 2–3 years
- Fast-track construction efforts and deferred design decisions
  - Impact on schedule, scope, budget, and quality TBD
- Pursuit of single-year project funding
- Improved process for reprogramming funds using Spend Plan methodology
- Enhance national recommissioning program to advance energy goals
  - Expand facilities contracts / training to improve accountability, contract administration
  - Improve national building turnover process, effective transition of projects to FMSP
  - Construction Industry Institute publications
- Continued PBS-wide collaboration, coordination, cooperation



# PBS Recovery Program

Questions